

ECONOMICS IN ACTION NOV. 1952

New plants and equipment, to the tune of \$14 billion in the past six months, have already helped to speed up production of basic materials and defense goods. Steel mills are operating at over 100 percent of estimated capacity; aluminum output has increased by 350,000 tons in the past year; and 1000 airplanes a month are coming off the assembly lines to set a peacetime record...Employment reached a post-war high this fall — over 62 million jobs! Recent figures show only 2 percent of our civilian workers out of jobs...Retail food prices dropped about 1 percent during last month, with lower prices for fresh fruits and vegetables, eggs, and beef chiefly responsible for the decline. These reductions may be part of an over-all slowdown in the inflationary spiral, since the cost of living has climbed only 3 percent this year, as compared to 7 percent last year....

Turkeys will be plentiful this Thanksgiving, along with other holiday standbys like raisins, honey and potatoes...The average factory worker managed to beat the rap of rising living costs this year. His hourly earnings rose 7¢ an hour to total \$66.85 a week—slightly more than covering the increased cost of bread-and-butter, rent and clothing....

We're working no harder to buy many of today's high-priced goods than we did ten years ago when things were far cheaper. A pound of pork chops, for example, has climbed from 21¢ to 55¢, but the average worker needs only seventeen minutes to earn it — one minute less than he took in 1942.

ECONOMICS IN ACTION (Continued)

Reason: higher productivity per worker and the big wage jumps of the past decade....

Ocean liners are losing money because of the new anti-seasickness drug, dramamine. With passengers' appetites unshaken by rolling seas, steamship companies must fork over one-and-a-half times as much food as they used to...Synthetic "ice cream" (made from soybean and peanut oils) is indistinguishable from the milk product and costs much less. With margarine sales already cutting their dairy profits, farmers are worried, since they count on ice cream to absorb surplus milk supplies....

To eliminate one of the taxpayers' headaches, the Bureau of Internal Revenue has simplified the instruction pamphlet it sends out with income tax forms. Unfortunately, these pamphlets won't be accompanied by sizeable tax cuts...Nobody's sure what direction taxes will take. Some experts think somewhat lower taxes are a sure bet because they are possible, necessary — and good politics. Others see no reduction as long as defense spending must continue at a high rate. All Washington rumors agree, though, that the excess profits tax is not long for this world....On the credit side: in spite of high taxes and higher prices, thrifty Americans have socked away \$20 billion in savings over the past year....

The United Mine Workers' millionth payment from its welfare fund did double duty last month — it was a \$147 check to cover the birth of twin boys...

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a personal note



ONE OF the nicest fellows we have ever known was a guy by the name of Charlie Judah. We met him back in the winter of 1944—in the Ardennes Forest region somewhere between France and Belgium. It was one of those sudden and unexpected wartime meetings which took place in a hole no bigger than something a dog would dig to bury a bone. Bullets were flying in all directions like crazy summer gnats, while just five feet away an overturned fuel truck was drenching the area around us with high octane gasoline. We were just dripping with gasoline. Charlie Judah was the first one in the hole, but we piled in after him without benefit of introductions.

"Crowded, isn't it," Charlie said. "You'll have to leave your legs outside if you expect to get your head in here."

"Got a match?" we quipped.

"Not a one," he answered. "They're all soaked through."

We spent six hours together in that hole, with half of our bodies exposed to enemy fire and our skins getting raw from the gasoline. During the first five hours that we were there, Charlie didn't stop talking for a moment. His talk was interesting. For five hours he held our attention and kept our mind off what was happening around us. The sixth hour was different.

Charlie Judah was an outdoor man from the Southwest—a farmer. It was plain from his speech that he was not an educated man. But through his simple manner of expressing himself there was revealed a surprising intellect and understanding of men, of things and of the world. Yes . . . Charlie Judah was quite a man. When friendly hands pulled us out of that hole at the end of the sixth hour, Charlie Judah had held his last conversation.

WE'VE been thinking about some of the things Charlie was talking about while we were pinned down together in the Ardennes Forest. We remember one thing particularly that seems worthwhile repeating at this time.

"You know," Charlie observed at one point, "this is the kind of spot a man needs a drink. Mind you, I'm not the drinking kind—just on special occasions. But this is a special occasion, wouldn't you say?"

We agreed that this certainly was a *special* occasion.

"One thing about me, though," Charlie continued, "I like to make my own brandy."



That seemed all right to us at the moment, so we let it go without comment. But Charlie had more to say on the subject.

"I suppose you know what a still is," he said. "But I bet you've never seen one in operation."

We admitted our ignorance about stills.

"Know how a still works?" he asked.

"Well, yes," we answered. "That is, in principle, anyway."

"I'll tell you how it is," Charlie continued. "Works like everything else in the world. You've got to know what you're doing."

We couldn't disagree with that, either.

"Doesn't make any difference what you use," Charlie observed. "It can be apples, or peaches, or pears. Whatever it is, you've got to prepare it just right and make mash out of it. And when you put it in that boiler, you've got to make sure you don't heat it up too fast—or too slow. When it begins to boil away and evaporates up into the neck of the boiler and passes through the coils into your cooling pail on the other side, you've got to be careful you don't cool it too fast—or too slow. If you do it just right, you'll get a good brandy."

Now, Charlie wasn't talking only about how to make brandy. He had something else on his mind.

"Let me tell you," he continued. "Everything in life works the same as when you're making brandy. God gave us this world and all the natural things in it to make a living out of. But it's our job to figure out how to take these natural things and change them into something we can use. You've got to have a good system to do that. Take brandy, for example. Apples just the way they are naturally won't give brandy. You've got to prepare them properly into a mash. You've got to have know-how. And you've got to have the tools—the boiler, the coils, the pail and the cooling water. You've got to bring them all together and string them out into a *system* that can do a job for you. If you've got a good system that works, you'll start out with apples at one end and get brandy at the other

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challenge

M A G A Z I N E

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a personal note (Continued from page 4)

end. But if there's leaks in the system and you don't know enough to plug those leaks, you're going to lose a lot of brandy, or maybe get none at all. The way men find things in the world is all they've really got to work with. The rest is in the system. The system's got to be efficient, and the result's got to be good. That's the way I figure it."

SOMEWHAT less memorable is a young woman we met recently at a friend's home during a social gathering. No sooner had she been introduced than she started an "intellectual" conversation—drowning out the rest of us completely. She talked about all sorts of things, and particularly about the equality of men. Addressing us and a few others, she said: "You people are like sheep. You can see what is going on about you, but you fail to recognize the facts. You listen to all this talk about how equal we are in America and what a high standard of living we are supposed to have, and so on, and so on, and all of that other stuff that the National Association of Manufacturers feeds you day and night. But you fail to see that certain people have all the advantages and others of you have all the disadvantages."



She paused triumphantly for a moment.

"All right," she said then. "No arguments?"

We didn't want to argue with her particularly, but she seemed so vehement and so one-sided in her observations that we decided there would be no harm in making a few observations of our own.

"Things aren't really as bad as all that," we said. "Taxes are getting too high. We've got to watch what we are doing there, no doubt. And we've got to make certain that we can keep the economy healthy without depending upon war production to keep 'priming the pump' for us. These are certainly economic problems that we face, but one could hardly surmise that the American economic system is all loaded in the favor of one group and against another."

"What you have just said doesn't prove a thing," she snapped back. "Generalities, generalities, generalities. That's all people like you can say. You always evade the facts."

Whether we wanted to get into an argument or not, she was making it difficult for us to change the subject. She wanted some facts. We had not come prepared for this sort of discussion, but we had to marshal

together a few ideas and facts. A couple occurred to us which weren't original, but nevertheless they could be useful.

"Take a look at the number of people who own automobiles in the United States," we observed. "That's a pretty good example of how a lot of people are getting some of the good things of life."

Our talkative female acquaintance jumped at that immediately. "All that proves," she snorted, "is that some people can drive around in limousines while others have jalopies or no car at all."

We reminded her that there were a great many people who didn't own limousines but that they did own some very fine automobiles nevertheless.

"How about the Cadillac?" she shrilled triumphantly. "Do you own a Cadillac, Mr. Smart Guy?"

We admitted that we did not own a Cadillac, though a lot of other people did. We volunteered the information that our car was a good car, but a bit more modest than the Cadillac.

"There, you see," she exploded. "The only reason why you don't own a Cadillac is because you can't *afford* one. Tell me, how much does a Cadillac cost?"

We surmised that four thousand dollars ought to buy a Cadillac.

"Well," she said, "if this is a country of equality, how does it happen that some people can afford Cadillacs while others cannot?"

We had an answer to that. "Look at it from another point of view," we said. "For about two thousand dollars—maybe a little bit more—you can buy a Chevrolet. Do you realize that last year more than one million Chevrolets were built and sold? When you add that to the millions of other cars in the various price fields that are bought every year, that means something."

"But how about the people who own Cadillacs?" she persisted.

"You are assuming, of course," we observed, "that only rich people and millionaires own Cadillacs."

"Something like that," she answered.

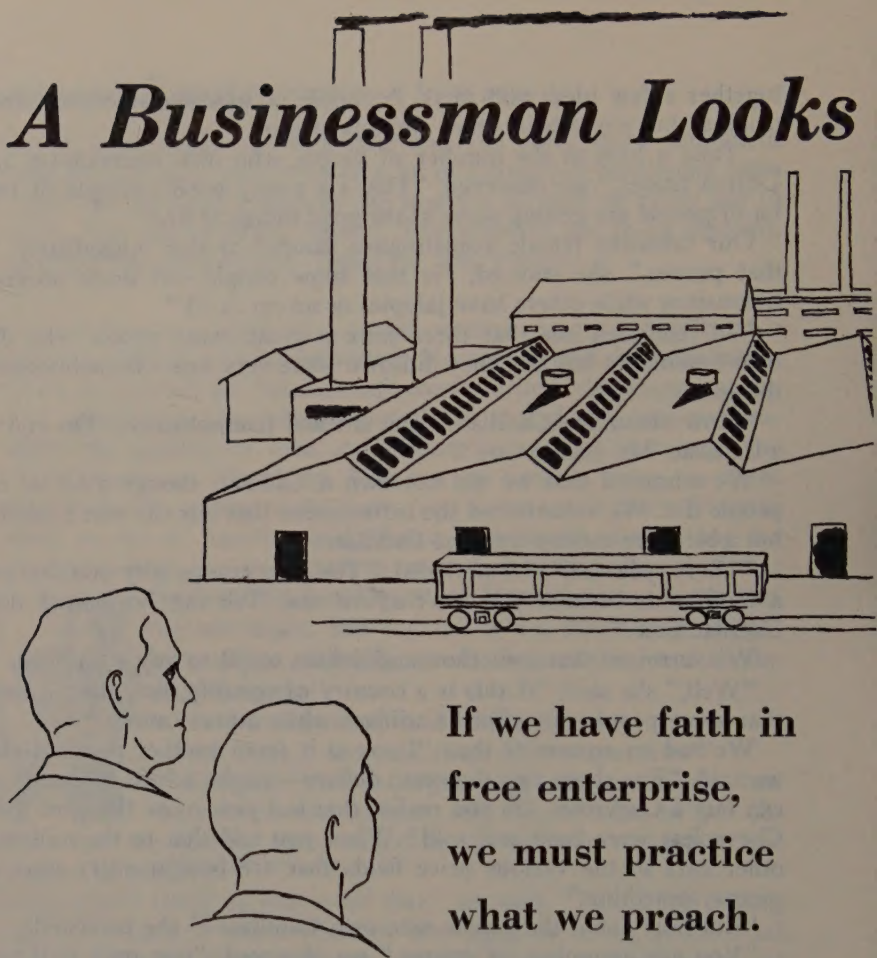
"Well," we concluded, "if the millionaire's Cadillac costs four thousand dollars and the poor man's Chevrolet costs two thousand dollars, that would make a lot of people half-millionaires, wouldn't it?"

She decided she wasn't going to continue the discussion any more and walked away in a huff.

Now, there was a woman who had not figured out the system. She hadn't figured it out nearly as well as Charlie Judah had figured it out.

—H. B.

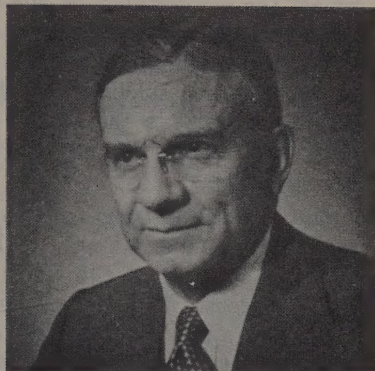
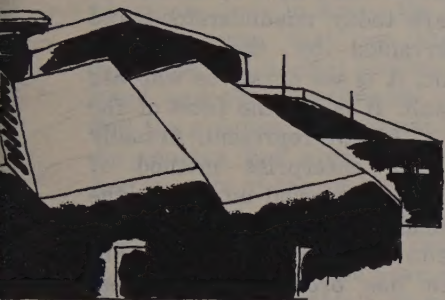
A Businessman Looks



**If we have faith in
free enterprise,
we must practice
what we preach.**

Clarence B. Randall has been President of the Inland Steel Company since 1949. He has developed an international reputation as one of the most outspoken and fair-minded thinking leaders of American industry. The ideas and opinions that Mr. Randall expresses here are the subject of a full-length book, "A Creed for Free Enterprise," published by Little, Brown and Company.

At Free Enterprise



© Jean Raeburn, N. Y.

By Clarence B. Randall

I AM convinced that businessmen must write as well as speak, in order that we may bring to people everywhere the exciting and confident message of our faith in the free enterprise way of life.

This is the age of ideas. Facts and machines are still wondrously important, but it is what men think and believe that controls the world we live in. The battle of ideologies is on, and we could lose it by default.

The glibness of the socialist planner, which rings so falsely in our ears, is a new phenomenon for which we are not psychologically prepared, and we wait timidly for others to provide the answers in-

stead of vigorously proclaiming the truth as we ourselves see it. With brick and mortar and stainless steel we are the greatest builders the world has ever seen. But our daring and confidence seem to leave us when we walk out of the plant into the realm of ideas.

Free enterprise is our favorite theme on those rare occasions when we talk; no banquet would be complete without sonorous phrases in its praise; yet, actually, who among us so comprehends its significance that he can persuade an honest skeptic of its virtues? So often we argue only by declaration and vituperation, striving to beat down the opposi-

tion solely by the noise our voices make, without sensing that no one is listening. We do, however, thus reveal the shallowness of our understanding and strengthen the suspicion of the public that our fervor is based solely on a selfish desire to preserve the status quo in which we are thought to be a privileged class.

Our record of performance is magnificent. One has only to look about in the rest of the world today to perceive that there is something very different about the economic well-being of the fortunate citizens of the United States, and that it is a difference which has saved what there is of freedom for all mankind. In two wars the American system of production has been the anchor of the free world, and today it is the sole effective deterrent to further aggression. Without it all would have been lost. Shall that lesson be lightly ignored? Shall the sneering contempt of a small group of cosmic experimenters be allowed to destroy what so many millions of men have toiled to create since the earliest days of our Republic?

What a change would come in this struggle for men's minds if suddenly there could pour out from the world of American business a torrent of intelligent, forward-looking thinking, flowing straight from the hearts of thou-

sands of the fine men who lead our institutions, that would tell not only the miracle of production, but the hopes and aspirations for a better world I know these men actually to hold.

But we can't do it by silence. If we are today misunderstood and undervalued by the American public, it is we ourselves who are at fault. It is not the fault of the way of life we represent. Actually the free enterprise method of production, carried on within the political climate of democratic freedom, is the social system which has brought the highest degree of welfare to the most people. We know that, but can't say it. Our public is told about business by professors and commentators and politicians and preachers and labor leaders, but seldom by the men who know most about it, the businessmen themselves.

*P*SYCHOLOGICALLY, however, my generation of management men has one severe handicap to overcome in achieving public leadership. Our approach to social questions is apt to be negative. Our habit of thought is to be *against* things, and we have little skill in creating concepts that other people will be *for*.

I suppose that our first and perhaps our most fundamental failure to understand the real meaning of free enterprise is to con-

sider it synonymous with *production*. How we love to boast about production! I do myself. Take the steel industry, for example. In other wars, we were asked simply to divert our output from peacetime needs to armament; but when war came in Korea the new challenge was that we should carry the full normal civilian demand and yet superimpose upon that the greatest rearmament load the country has ever attempted. And in spite of the vast new capital which this required, and physical problems which taxed our resources to the limit, we have done just that. Who wouldn't be proud of such a record?

But our strength is our weakness. We have come to worship production as an end in itself, which of course it is not. It is

precisely there that the honest critic of our way of life makes his attack, and finds us vulnerable.

Production, as I see it, is merely a tool to be used by society for its own advancement. To produce more and more with less and less effort is merely treading water—unless we thereby release time and energy for the cultivation of the mind and spirit. Surely there must be for each person some ultimate value, some purpose, some mode of self-expression that makes the experience we call life richer and deeper. Better production does not in itself accomplish those ends. It merely gives us more time for trying.

But with our American capacity for production thus set in its proper perspective, it justifiably stands out as a phenomenon for all the world to admire; and it is for us to re-examine critically this phenomenon of production in order that, once fully understood, the secret formula may never be lost by neglect or abandoned by default.

The key to this formula is the intelligent harnessing of the self-interest of the individual for the advancement of the common good. Throughout the countless ages that lie buried in the past, those species survived and improved in which each individual concen-



trated on taking care of itself. Our wisdom lies in using self-interest to promote the general welfare; while the fallacy of the collectivist dictator is his naive belief that self-interest can or should be eliminated from human conduct.

However society may be organized in the political sense, the function of production remains the same. In Russia, as in the United States, the goal is the turning out of the maximum of goods and services with the minimum of time and labor in order that there may be a surplus of human effort that can be devoted to other ends. Every man must therefore be held to his task. Slave states all through the centuries have done this by the whip. Russia has added modern refinements such as blackmail; but her system is still that of the strong compelling the weak, by force, to work. In sharp contrast to this, we base our industrial philosophy upon the effectiveness of the happy man.

*M*OST of the occasional nonsense written in this country to decry the profit motive is either ignorance or hypocrisy; it either is failure to understand the importance of self-interest in increasing the total wealth of all of the people, or just plain shutting of the eyes to the truth. For myself, I

have never known a man who did not at times seek to advance his own self-interest. Even those who attack our business system vie keenly for better and bigger salaries. A repulsively selfish man who knows no god but money may make tremendous contributions to society if his avarice causes him to bring into being a new or better product or to produce an old one at a lower price. Just as many a necessary and useful structure may lack beauty, so may an unlovely person be useful to society. So the secret of free enterprise is that we harness the natural instinct of each man to serve himself, and rely on other natural forces to see that *as he serves himself, he serves society.*

Foremost among these compelling forces is competition. The sharp bite of honest, aggressive competition in a free market is the automatic corrective that safeguards the public from extortion. No man can be said to be making too much profit if many others are trying to beat him at his own game and none can succeed. The larger his profit, the greater will be the number of those who will try—and the greater the chance that they will succeed. He is spurred both by hope of gain and fear of loss, and never for a moment can he relax his effort. He spends his life actually producing

the most that he can for the common good. How could there be a better formula than that for bringing about continuously the maximum of effort by all of the people?

But it all hinges on the operation of the free market. No modern nation in this socially conscious world will long permit selfishness to go unrestrained. If selfishness is not held in check by competition because the free market has been interfered with, then people will assert themselves and take away the privileges of free enterprise by collective action. In other words, the free market, as created by honest competition, is an indispensable part of the free enterprise system. If as businessmen we desire to perpetuate our privileges, we must accept with full integrity our obligations and

responsibilities. **Free enterprise is not a hunting license. We must not exploit self-interest and at the same time handcuff the policeman whom society has established in the form of competition.**

But not all businessmen yet see this clearly. There are still those who make the telephone call to their competitor before announcing a new price. Daily they put expediency and short-term profit above principle and survival. Curiously enough, such men are often naive to the point of denouncing government for suspending natural economic laws through the imposition of wage and price controls, although they themselves privately exercise the right to suspend the free market.

To document that statement, all that is required is to look overseas. In Europe the economy is



torpid and sick, kept alive for the most part by blood transfusions from the healthy arteries of our industry. Over there the young men seek security and have a depressing sense of fatalism about the future. These are, of course, generalizations, to which there are brilliant and heartening exceptions, as I should be the first to admit.

But the characteristic of European businessmen as a class, as distinguished from American, is their complacency, their timidity and their instinctive looking to each other and to government for protection against the rude shocks of the contemporary world. *And the thing that they fear most is price competition.* Almost to a man they are cartel-minded, and it seems to me to be a sound inference that their unwillingness to face honest, vigorous price

competition is the cause of their technological backwardness. All of which brings me back once more to the deep conviction that an honest free market is the very essence of free enterprise and that we cannot hope to deny the one and preserve the other.

Another phase of our free enterprise system that needs enlightened explanation is the much-maligned profit motive. The word *profit* is often used as a term of opprobrium, with the insidious suggestion being made that a profit is something which corporations achieve dishonorably. Seldom do we find general appreciation for the fact that the earning of profits is essential to the preservation of our economic system, and that the larger the profit in a particular company, the greater the security and hope of increased wages for the worker.



Actually, profit is the sole source of capital for plant expansion and the creation of new jobs, directly through that portion of earnings which are retained in the business, and indirectly through creating the incentive by which the thrifty who have saved money are persuaded to invest new capital in that business. A move to limit business profits is a move to limit the industrial expansion of America, a move to limit jobs and a move to limit our standard of living. If it were desirable to limit profits, surely it would be more desirable to prohibit them, and that would bring us at one stroke to full-blown totalitarianism. The state alone would provide the capital and run every business. There would then be no necessity to contain Russia, for we could embrace her. We would have accepted her way of life.

I happen to believe that confusion has been introduced into our efforts to explain the relationship of profits to the well-being of our economy by the growth of the idea of profit sharing for employees. If the word *profit* is employed to designate that portion of the selling price which is set aside as compensation for investors who have saved and risked their savings, then a division of that compensation through so-called *shar-*

ing with those who have neither saved nor risked will necessarily reduce the incentive to invest—and thus retard the flow of capital required for an expanding economy. In other words I consider the phrase *profit sharing* to be an inaccurate use of words. A fair wage, and an effective reward for the risking of savings are entirely separate things.

WHAT the proponents of profit sharing really mean, in my opinion, is a method for the payment of wages by which a man senses *a direct response between his effort and his pay*. That is an altogether sound principle. It is present, for example, in every form of piece work; it reflects the American tradition of recognizing the worth of the individual citizen. There is no individual justice, nor is there fairness to the community as a whole in paying the same wage to all regardless of effort. The man who contributes more to society must be paid more or we go straight to socialism.

The way is open for the employee who wishes to enter into profit sharing in its true sense. All he has to do is to share the risk-taking by investing his savings in his company's stock. And how many problems would advance toward solution if this altogether wholesome practice could become widespread! This is so

obvious that one wonders what stands in the way.

As so often happens, the important barriers are psychological, and of the sort that could be removed by full understanding. The worker, for example, does not usually sense the importance of capital in his life, nor trace it to its source in his thinking. He is easily persuaded that somewhere there is a remote and powerful group known as *the rich* who seek to exploit his labor, and he assumes of course that *they* could and should provide all the facilities required in his world.

And, unhappily, the average employee, even at a high level of ability, is inhibited from investing his money because he doesn't know how to do it. He has never met a man who sells stock, nor seen his place of business. Shares are not sold in a grocery or department store. Members of the stock exchange are fully aware of this, but so far not all their ingenuity has been able to devise the right merchandising program, or one that will carry itself on a profit basis.

The best answer that I see is

for each company to have a comprehensive program for the offering of its own stock to its employees. This should be a program offered to all employees, not just the insiders. Payroll deduction solves the mechanics of buying and encourages thrift. And, above all, such a plan re-establishes a sense of partnership among those whose joint effort carries the enterprise forward. Not only will the mass savings of the workers become available to fill the capital needs for new plants and equipment, but a new means of communication will be opened up between the management and the employees which cannot fail to improve mutual understanding.

Obviously, the whole program must be based upon the voluntary choice of each individual. There must be no employer pressure whatsoever. But there must be explanation.

Unions for the most part have appraised this proposed stockholder relationship correctly, and I know of many militant labor leaders who have bought the common stocks of the companies with which they deal. ■

Next month Challenge Magazine will present the concluding portion of Mr. Randall's two-part article. In the section entitled, "A Businessman Looks at His Place in the Community," Mr. Randall will discuss why the modern businessman and industrialist must identify his work, and himself, with the everyday needs of the community.

The House That Guarantees Built

MAYBE it's because the American shopper thinks he is a shrewd "hoss trader" and every purchase he makes is a "deal"; or maybe it's because the American can choose from many products that are wooing his cash. But whatever the psychology of it, *satisfaction or your money back* is now a familiar label on the products of many manufacturers seeking to make their offerings as attractive as possible.

Such expressions of a manufacturer's faith in his own product almost always result in increased sales; and no one knows this better than Recipe Foods, Inc., of Baltimore, Maryland—the house that guarantees helped to build. And what guarantees!

Take the case of Recipe Foods' new chili sauce, which hit the market in 1949. Storekeepers snapped up the new product because they were offered a written guarantee that "if you do not sell more of our chili sauce in ninety days than the previous year's combined sales of all other brands, we will buy back *at retail price* all unsold stock." Consumers were induced to try the new sauce because they were assured that "if you do not say, after trying it, that our chili sauce is the best and most home-like you've ever tasted, we'll buy a double quantity of any brand you name." Results? The 1951 sales were five and a half

times over sales in the pilot year of 1949, making the chili sauce one of the leading brands in its field. Even more surprising, Recipe Foods has not had to buy back a single bottle from any retailer due to a lack of sales!

But there have been other occasions when Recipe Foods had to stand behind its guarantees—at considerable expense and under circumstances that one would never expect in the ordinary course of business.

In 1951, the flooding Missouri River poured into a Kansas City warehouse where a chain store was keeping a large supply of Recipe Foods' mayonnaise. Complete reimbursement was made. On other occasions, fires have damaged Recipe Foods' products in a Tennessee super-market, in the warehouse of a North Carolina wholesaler, and in an independent grocery store in South Carolina. In each instance, the company made good its guarantee by issuing full credit on the damaged stock.

So this is the story of the house that guarantees helped to build. It's a pretty strong house at that, because sales figures now show the company to be one of the top five producers of mayonnaise and salad dressings. Not bad for a seven-year-old business in the highly competitive grocery line.■

— I. J. SELIGSOHN



Adventures of A Counter Spy

By Virginia Mattern

UNTIL I became a "counter spy," the only knowledge I had of what the job was like was what I had picked up from reading books about Mata Hari, Major North and the FBI. Chasing after enemy agents never seemed to be a job for a young woman who likes to stick around the house.

Yet, counter spying was what I started to do three years ago—my first job right after school, as a matter of fact.

No, I wasn't crazy. My type of counter spy is known in the trade

as a comparison shopper. The job calls for finding out, with no holds barred, what goes on at the merchandise counter of a competing store.

There is no room for a sensitive soul on this job. A thick skin is necessary to take in stride name-calling and expressions of disgust from employees of other stores who become aware of your identity. Nerve and patience, subterfuge and disguise are required to obtain the information called for by a particular assignment. Sometimes the only opportunity you

have to get the necessary data is a fleeting glance at the merchandise as you are hurriedly "escorted" out of the store. It makes no difference how you get the information, as long as you get it.

Although counter spying is not the most pleasant task in the world, it is a necessary one. In the long run, it protects the consumer by keeping price and quality competition very much alive between stores, and it also helps to curb misleading advertisements by the stores.

Not only must a comparison shopper keep an eye on prices, but equally important is sizing up the quality of merchandise. Through experience and information obtained from our buyers, I quickly learned about fabrics and workmanship. I familiarized myself with woods, finishes of furniture, stuffings and coverings of mattresses and upholstery, the myriad types of can-openers, kitchen gadgets and hardware on the market today.

THE Comparison Shopping Department, which does its own hiring, has the glamorous distinction of being a junior executive branch of the department store. This means comparison shoppers are entitled to the use of the store's private elevators. Incidentally, all comparison shoppers are women. It seems that a man is not tem-

peramentally suited for a job of this kind. Why, I don't know.

The best way to learn is to get practical experience; so, without benefit of any special training, I was simply sent out with another shopper who showed me the ropes. In a short time I became adept at furiously jotting down, in a palm-sized notebook, information on style numbers, sizes, prices, etc., on anything from apparel to canaries.



A routine day for a counter spy begins in the morning, when customers' complaints are checked scrupulously. These complaints come from all over the country and deal mostly with price differences on merchandise which the customer bought and then saw priced lower elsewhere. The price difference may be as little as two cents, or as much as \$20 on larger items. A counter spy then sets out, with complaint list in hand, and traipses all over town to find out if her department store is being

undersold at any other shop, large or small.

In line with checking complaints, I have tried on seven thousand dollar minks and twenty dollar moth-eaten furs. This brings to mind an occasion when a customer claimed that a small fur shop was selling for \$200 an identical Persian Lamb coat which we had in stock for \$500. I visited the allegedly underselling shop with the story that someone had given me \$200 as a gift for which I expected to buy a good fur coat. Two hours and twenty fur coats later, I was certain there wasn't a coat in the store that compared to the quality of our furs. Operation Persian Lamb was a success.



All this footwork is designed to give the customer an unbiased check-up on his complaint and to put his mind at ease. Often, the only discovery I have made is that the competitor does not even carry the item complained about. But if the customer is justified, a report is made to our store's Bureau of Adjustment, and a refund of the price difference is made to the customer.

*M*ONDAYS and Wednesdays are usually the busiest days of the week for comparison shoppers. On those days advertisements in the newspapers have to be followed up. Clippings are readied and sorted in the morning, and after selecting the stores to be canvassed and the items to be investigated, the shoppers set out to spy on the "enemy."

On one such day, during a recent, well-advertised anniversary of my store, I started to canvass a competitor's rug department. While busy checking the broadlooms, twists, Sarouks and Kirmans, I hardly noticed a group of the store's sales people gathering around me. I was startled when they burst into a hilarious chorus of "Happy birthday, Miss Competition, happy birthday to you." It was a little different from being thrown out, but just as exposing, I must admit.



It is amazing what a thorough and practical an education is picked up by a comparison shopper. I have learned about the breeds, sizes and shapes of puppies, fish and parakeets. I know hand-blown from machine-blown glass and the qualities of real china and crystal. By touch I can identify orlon, nylon and dacron and know at a glance the difference between putters and drivers, salt-water and fresh-water reels. The only thing I haven't learned is how to act like a legitimate shopper—even when off-duty.

If I find that another store has identical or equivalent merchandise at a lower price, I see to it that our store makes a markdown. Sometimes if prices in other stores are higher, our buyer may also mark up items, provided enemy shoppers have not already started a markdown movement in their stores. At any rate, whenever I effect a markdown on our mer-

chandise, I get the same satisfaction that a pilot receives from painting on the side of his plane the number of enemy aircraft shot down.

The shopping department receives an advance copy of all of our store's ads. These are double-checked to insure that all information is legitimate. In this way both shop and customer are protected.

In checking the ads of competitors, we look for any false or misleading statements. If any are found, a request for investigation is forwarded immediately to the Better Business Bureau.

*A*LL kinds of assignments come up. During one week, all members of our comparison shopping department had to sample several varieties of coffee cake from other stores to determine which was the freshest and most edible. I have had a dislike for coffee cake ever since.

On another occasion, a shopper had to compare the space, service and cleanliness of ladies' rooms in the city's major department stores. Happily, I escaped this assignment.

Very often, we rush over to a competitor's store to take count of the number of people that are attracted by an advertised item. If the item proves to be a hot one, our own store will be able to gauge itself on how well to stock up on it.

There are various tricks of the



trade that a counter spy picks up. For example, in order to "prove" that there is really a husband to fill that tuxedo which I am inquiring about for possible purchase, a gold band on the left hand helps to complete the deception.

The notebook and the mad scribbling we have to resort to sometimes are dead giveaways. Occasionally we try to hide behind sunglasses, low-brimmed hats and stringy hairdos. Although these tricks inspire a sense of security, they rarely serve the purpose.

At times when certain items become price-war objects, the competitor's sales people are warned not to give out any prices at the risk of losing their jobs. In such cases, we simply make a purchase to learn the price. Buying inexpensive merchandise in order to

inquire about the prices of a dozen or so other items is another good way to get information. Merchandise bought in this manner goes into our own store's stock and is resold. If we notice a particularly good item which isn't carried by our store, we will buy it and attempt to have our store stock it for sale.

Inevitably, a counter spy, by learning to shop for herself, shops for the consumer. The better she buys and understands what constitutes a good buy, the better off will be her own store and its customers.

There's just one discouraging note about this job of being a comparison shopper. Just as an undercover agent eventually becomes useless for assignment in Hong Kong or Istanbul because his identity becomes known, similarly a comparison shopper eventually becomes useless because the sales people in all competing stores get to know her. So . . . unless a comparison shopper is prepared to shift her interest to other branches of merchandising, such as buying or store management, it's the end of the line. ■





—Standard Oil Company (N. J.) Photo

Americans Are Getting Older

By George Ides

SOME twenty years ago Hollywood released a film portraying a highly imaginative version of what American life would be like in the year 1980. In that world of fantasy, we would have numbers instead of names; our seven-course dinners would be contained in capsules; and our babies would be delivered to us, pre-born, from ordinary vending machines.

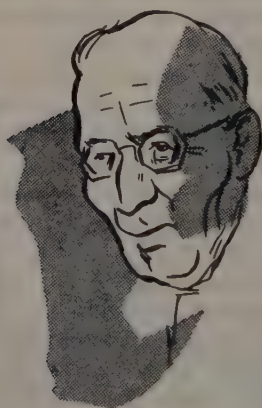
Although such a picture of our future life is only a figment of a scriptwriter's imagination, we can

safely predict many real changes for the world of 1980. One of the best promises of that world is a longer life-span for all of us. But this long life-span will also be one of America's biggest headaches, unless we begin to plan now for the problems of an aging population.

Until the beginning of this century, America was the country of youth. Almost half of our population was then under twenty, while a scant three million had survived the traditional retirement age of sixty-five. Every year many thou-

sands of young adults immigrated into America, swelling the proportion of our youthful population. But today (while the population has only doubled) the sixty-five age group has soared to almost twelve million. And for our world of 1980 we can expect twenty-four million Americans over the age of sixty-five, with the trend expected to continue for many decades after that.

Part of the reason for this changeover from a young to an aging population lies in the drastic reduction in immigration during the past twenty-five years. But on the whole, this transition to a more mature society is a product of other developments in American life. Our desire for a higher living standard, greater economic security and more education have encouraged smaller families, later marriages and a *lower birthrate*.



At the same time, modern medicine and sanitation, better diet and improved living conditions, mechanization and a shorter workweek have all *increased our life-expectancy and decreased the death-rate*.

Far from a sign of decay, then, this shifting of the population age upward must be treated as a normal part of our national growth. But because the child of 1950 will live sixty-eight years—as compared to the forty years he could have expected to live had he been born in 1900—he and his community face personal and national problems which were almost unknown two generations ago.

One of the first steps in meeting these problems is a thorough re-evaluation of the process of aging—both in its physical and economic aspects. The problems of age do not begin suddenly at sixty-five, but are part of a long biological process that commences immediately from birth and develops as we pass imperceptibly from youth to early adulthood to middle and old age. Physically, we are at our best in our younger years, but in later life, depending upon our ability to withstand its rigors, our vitality begins to diminish.

Despite chronological considerations, however, every person has a different rate of mental and physical aging. In medical science, the relatively new branch of *geriatrics*, which is concerned with pre-



venting degenerative diseases and with prolonging vigor throughout longer life-spans, can fairly accurately clock the process of aging and measure true, composite mental and physical age. It has been scientifically shown that at the chronological age of sixty, a man may appear ten years younger, be the physical equivalent of a man aged forty-five and possess the mental alertness of a man of thirty.

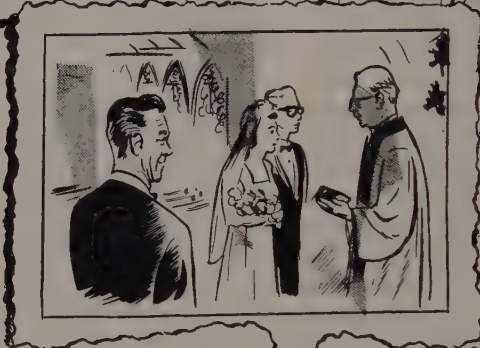
Another aspect of the problem of aging is economic. In that fleeting period of childhood and youth when our parents generally underwrite all our needs and expenses, we are educated and prepared to become self-supporting. Then, during the long period of adulthood, as we assume family obligation, we keep adjusting our economic role to the realities of our social status.

With the arrival of old age, new

economic problems present themselves. In bygone days when young workers were plentiful, many an older employee would be dismissed at the will of the employer after long years of service. But as older people become both more numerous and more vigorous, it is time to re-examine the traditional policy of retiring workers at sixty-five.

But it is not only unfair to the individual worker to base retirement on chronological rather than *real* age; such a procedure is also unwise in the light of our national economy. With more and more people living past the retirement age, we are likely to find ourselves faced with a growing class of non-productive individuals who must be supported by the decreasing number of workers between the ages of twenty and sixty. It is possible, of course, that technological improvements may make it possible to keep raising productivity despite the shrinking labor force. But it is also true that using the services of the competent elderly employee—who wants to stay on the job—will help to keep us from overloading the demands on our national economy. This becomes particularly important at a period of world history when defense production may continue to appropriate much of the national wealth.

However, whatever changes occur in the volume of production, it is safe to predict that the next



thirty years will see great changes in *what we produce*. Instead of the accent on youth, the "senior citizen" is going to take stage-center in the world of 1980.

One of the primary results of the long-range trend toward smaller families and a decreasing number of children will be seen in the field of housing. The upsurge in births during World War II has not balanced the birth deficit of the late depression, and the birth-rate is expected gradually to resume its downward tendency. With more children being displaced by the elderly, fewer houses with front and back yards will be in demand. Current public housing laws, providing mainly for young family living, will have to be amended to include the smaller units that aging individuals and couples require.

In the field of manufacturing, this trend toward an aging population also signals a change. Those now producing necessities and luxuries for a younger population will either lessen their operation or change to manufacturing the goods that elderly adults require. The food industry, for example, may remain at a reasonably normal level of production, but because the caloric requirement for the elderly is below that needed for children and young adults, there will have to be changes in our pattern of food production.

In the field of medicine it seems inevitable that geriatrics will soon overshadow pediatrics. The great number of physicians, nurses, hospitals and welfare services that have been concerned primarily with the care of children and their diseases will not be required. Instead, a greater field of specialization will develop in the care of aging men and women.

Education will be affected in a similar manner. The diminishing number of youngsters may be kept in school for a longer period of time in order to become more proficient in their future careers. At the same time adult education will occupy an even greater place in our society. Even now adult education courses are assuming an increasingly important role in our high schools and colleges.

AS THE age balance changes, the prestige of being young will decrease. Already one nationally distributed magazine predicts that the gay teen-ager will gradually disappear from advertising in favor of more mature heroes and heroines. Similarly, it is believed that tastes in recreation will change since many older people will no longer feel compelled to "keep up" with their younger acquaintances. Lectures, theater attendance, books and travel will lessen the following of sports, dancing and night clubbing (al-

though many older men remain partial to this latter form of entertainment).

The future may also confirm the belief held by many experts that large cities have outlived their purpose. Young people themselves have already indicated a preference for smaller communities, while many of the elderly who can afford it move to western and southwestern states to live out their retirement in quieter surroundings. The increasing decentralization of business and industry has, of course, also begun to take place. But the number of elderly people seeking a quiet and unhurried life, will eventually draw even more people to smaller communities and thus emphasize the need for careful town and country planning. "Suburbia," already the home of the young married set, will also attract the older couple.

As our population approaches a stationary level, it will be necessary to take greater care of our natural resources. Our past economic growth was geared to expansion and keyed by an ever-ready supply of labor to increase productivity. We must now make

sure that we conserve our human and natural resources to allow for the diminishing reserve of both. Efficiency and quality will have to become more important than ever before, say the experts, to compensate for a decreasing labor force. And most of our enterprises will have to change their methods of operation to find, not more, but *better* customers.

Indispensable to the maintenance and protection of our way of life, which has been a blessing to millions both here and abroad, is an adequate armed force. Although we are faced with the prospect of fewer men in the younger age groups, it is obvious that the development of the atomic bomb and other super-weapons will take up the slack in the reduction of the number of men under arms.

The general problem of an aging population is a natural phenomenon of a well-developed and balanced civilization. All nations sooner or later must face it. But as long as we remain persevering and adroit in our capacity to produce, we can be confident that in the future we will continue to enjoy the fruits of a richer life. ■



Consumers need organized representation in Congress to counterbalance the power of producers' lobbies in Washington.

The Forgotten Consumer

By Sen. Guy M. Gillette



CONGRESS today can take no action affecting trade and commerce, agriculture, labor or industry without at the same time affecting the interests of the nation's consumers.

Yet it is one of the accepted practices of our legislative process that the consumer aspect of economic issues, while not ignored, is always treated as secondary and subordinate to the producer aspect.

One reason for this, of course, is that American economic attitudes are strongly producer-oriented—which is, indeed, a great asset to the achievement of high productivity. But legislators normally think first of how a given

measure will affect one or another of the producer groups—the manufacturer, the retailer, the worker or some other element in the chain of production—before considering the consumer end of the total economic process. The consumer aspect is regarded as “passive,” as contrasted with “active” producer interest. If the consumer benefits from some legisla-

Guy M. Gillette, U. S. Senator from Iowa, guided the resolution to establish a consumer committee through the Senate Rules Committee in the past session, but Congress adjourned before floor action could be obtained. He intends to resume efforts for adoption of this resolution in the next session.

tive enactment, it is an indirect or reflected benefit. Rarely is legislation proposed, and still more rarely is it adopted, if its primary purpose is to alleviate or improve the lot of the consumer.

Broadly speaking, consumer interests are those of the entire population. As the ultimate buyer of goods and services, every citizen is a consumer; but citizens generally organize themselves for action in the economic sphere only in their capacity as producers.

This is perfectly obvious to any member of Congress when he sits in hearings on legislation before committees. Citizens who appear to testify on bills are almost always appearing in their role as producers, as representatives and spokesmen for one or another group of producers or processors or distributors of some commodity or product. It is unusual for more than a few weak and scattered voices to be heard speaking before Congressional committees on behalf of the great consuming public.

THE only recent occasion when the opposite held true was on April 18th of this year, at the hearings before a Rules Subcommittee considering Senate Resolution 169, a proposal to create a Select Committee on Consumer Interests. On this occasion only consumer spokesmen appeared, and they made a record of exceptional,

even precedent-shattering value.

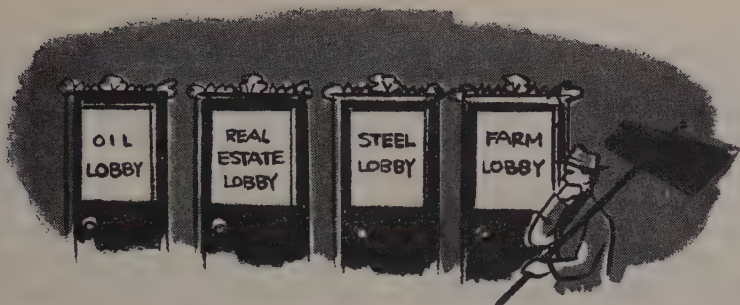
Witnesses at the hearings on Senate Resolution 169 brought out clearly why the consumer's voice is so rarely heard in the halls of Congress.

Producing interests are highly organized and concentrated, while consuming interests are diffused and hence unorganized. Manufacturers, distributors, wholesalers, retailers, workers, lawyers, doctors and farmers, all have powerful organizations able to exert pressure for or against legislation affecting their particular interests.

On the other hand, the consumer protection movement is in its infancy. Consumer buyers are isolated individuals who, acting alone, have comparatively little economic or political power. Voluntary organizations speaking for consumers depend on small dues and contributions, and the experts who testify on their behalf are generally working without pay.

In the years that I have served in Washington, it has become ever more clear to me that Congress cannot effectively and adequately perform its duty of representing the general interest of the whole American people as long as the influence of the producer groups in the legislative process outweighs the influence of the consumers.

Producer groups find their interests represented through one



or another of the existing Congressional committees. Their problems are under consideration every day that Congress meets. Business groups, for example, can have their views heard by the committees on Finance, Banking and Currency, Interstate and Foreign Commerce. Farm groups have a friendly ear in the Committee on Agriculture and Forestry. Labor groups make their views known through the Committee on Labor and Public Welfare. And so on.

On the other hand, there exists no Congressional agency specifically charged with consideration of the interests of consumers. A citizen speaking as a consumer has no effective means by which to make his opinion felt in debates on national economic policies. The individual consumer has no place he can go with his grievances and needs. As a result, Congress lacks an instrument by which to give proper weight to the interests of millions upon millions of housewives, householders, pensioners, unorganized low-income employees, and others similarly situated.

Under the Senate rule which establishes the jurisdiction of the several standing committees, the word "consumer" is not even mentioned. None of the committees is specifically required to consider consumer problems or even the consumer aspect of general economic problems and legislative proposals. None of the committees has broad enough jurisdiction to cover the many varied consumer problems. Although these consumer problems are directly or indirectly involved in the work of each and every standing committee, the protection of the consumer is not the primary duty of any of the committees. To the degree that the consumer aspect of a problem or a bill is considered, it is treated as derivative and of secondary importance. Indeed, it cannot be otherwise under the present setup.

During the hearings on the proposal that the Senate create a committee on consumer interests, it was argued that the consumer's protection should be the function

of a subcommittee of one of the existing committees; but my own experience with an Agriculture Subcommittee studying price spreads should suffice to expose the unsoundness of this approach. Not only was the field of inquiry into consumer problems severely limited by the fact of our subcommittee's being under Agriculture, but the recommendations and even some of the findings of our subcommittee were not acceptable to a majority of the full committee. The subcommittee approach is wholly ineffective, inefficient and impractical. To solve it through this approach, furthermore, would at least require the formation of consumer subcommittees in each of the fifteen standing committees—an obvious absurdity.

THE idea of providing consumer representation in Congress, so far as I am concerned, arose out of the facts developed during the work of the Agriculture Subcommittee of which I was chairman in 1949-50. The failure of the subcommittee approach, coupled with the realization that so many other areas of consumer interest needed study and investigation, led me to propose in July of last year that the Senate create a special committee dedicated to protection of the consumer. Twenty-two Senators of both parties and from all parts of the country joined with

me as co-sponsors of a resolution having this purpose.

The resolution sought the formation of a thirteen-member select committee to study and survey all problems affecting consumer interests in the present national emergency, giving special attention to prices charged the ultimate consumer for food, fuel and clothing, and to costs and methods of producing and distributing these and other consumer goods.

The Senate Rules Committee approved this resolution on June 25th of this year, too late for action by the full Senate in the closing days of the session. It is the sponsors' intention to reintroduce the resolution immediately after the new Congress convenes in January, 1953. We believe that the steam generated behind the first effort will give the necessary momentum to carry the resolution through the Senate next year.

The Consumer Committee, if established, will be authorized to conduct research and investigation and otherwise to gather pertinent data concerning all facets of the consumer problem, both in the public interest and for the purpose of guiding Congress in legislative activity. It will be responsible for watching over the consumer aspect of legislation before the Senate and for safeguarding the consumer's interest in all

important legislative and governmental matters.

We specifically provide that the Consumer Committee will have no legislative power or jurisdiction. It will be a fact-finding body—with duties in the broad field of consumer problems comparable to the duties of the Select Committee on Small Business in its field. The Consumer Committee's job will be to centralize factual data and to make recommendations to the Senate as a whole. The Committee's task therefore will be to supplement the work of the standing committees by examining a side of economic and legislative problems — the consumer side — that is all too frequently ignored, subordinated or diffused among various committees.

We believe the Consumer Committee would provide a number of useful, perhaps vital services to both the Senate and the country at large. For Senators, it will reduce the burden on their office and committee staffs by providing for referral of consumer complaints and questions; it will furnish facts on the consumer aspect of problems and policies that cannot, because of lack of time, overworked staffs and limited jurisdiction, be provided by the regular committee; it will furnish a central point of study and analysis of data relating to cost of living, merchandise quality, ingredients,

labeling, price spreads and a hundred other consumer interests, and make these studies available to the other committees, to Senators' offices, to government agencies and to the general public; and finally, it will serve as a focus for all the manifold currents in legislation and policy that affect the citizen in his capacity as a consumer.

FOR the average consumer, housewife or householder who does not represent any organization and is not represented *by* any organization, the Consumer Committee will provide a place where his or her voice may receive a fair and full hearing.

The Consumer Committee will thereby facilitate the work of Congress by directing attention to the often-forgotten consumer aspect of each economic or legislative problem. The conflict of interests and pressures, which always goes on in the Congressional arena, will continue as before; but the greatest interest-group in the entire country, that of all our citizens in their role as consumers, will be enabled to join in that conflict on an equitable basis. Precisely because all citizens are consumers, legislation in the public interest must be legislation that gives proper balance to the interests of both consumer and producer. ■

Let's Talk Turkey

THE Thanksgiving holiday is a day of disaster for that noble bird, the turkey. Yet, what can we say to comfort the hapless gobbler except that people are people and that turkeys—well, they are *just turkeys*? Ever since that November day in 1621 when our Pilgrim fathers decided to give thanks for the substance God had provided, the turkey has become traditional fare at the tables of millions of Americans—not only on Thanksgiving Day, but on other holiday occasions as well.

How, then did it happen that the Pilgrims, who started the whole thing in the first place, referred to the *Meleagris gallopavo* as a “turkey,” an obvious reference to an eastern country which in the Seventeenth Century seemed to be very far removed from the North American continent?

The whole affair can be laid at the doorstep of the Spaniards, who were the first to reach the New World. Among the interesting items they discovered here was a great big bird that proved to be edible. The nearest thing to this bird that the Spaniards knew was the African guinea hen, which merchants from Turkish dominated areas had brought into Europe under the name *turki*. For the lack of a better name, the

North American bird was also dubbed *turki*.

To carry the story a little further, the Spaniards shipped the American turkey to Europe, where it was widely domesticated and became a fairly popular poultry dish. By the time the Pilgrims reached North America, a European variety of the American turkey was already well-developed. In fact, among the chickens, geese and livestock that the Pilgrims brought with them to the New World, there were turkeys as well.

The turkey, then, which is not known for its fleetness of foot or stamina in flight, is a well-traveled bird. Discovered by the Spaniards, erroneously named after an African hen which bore the name of the conquering Turks, domesticated by Europeans, and returned to its native habitat by early Pilgrim settlers, the turkey can hardly be surprised by anything else that might happen to it from now on.

Imagine the embarrassment of the Indians who had been invited to participate in that first Thanksgiving Day. They came bearing gifts—the wild turkeys of the forest—only to find the foolish bird already strutting around in the white man's barnyard. ■

Hope—at \$5 a pill—came to arthritis victims when cortisone first appeared in 1949. Since then, a big price drop has brought this wonder drug to millions—and plunged manufacturers into a race for . . .

The Cortisone Sweepstakes

By James Rorty



WITHIN a recent five-day period the three big manufacturers of *cortisone*—the drug which has transformed the treatment of arthritis—reduced their prices to less than a dollar for a typical dosage. Cortisone has thus assumed full stature among the wonder drugs which have revolutionized medical practice in the last ten years.

A few years ago the antibiotics reduced to near-harmlessness what had been the one-out-of-three fatality rate of pneumonia. Very likely cortisone, and the piling-up of discoveries spurred by its

spreading development, will bring about as great a boon to humanity.

A few years hence we may expect to see the bridling or even conquest of rheumatoid arthritis, and perhaps many other diseases.

For cortisone we owe a debt to deep-probing human genius. Specifically we should applaud three Nobel prize winners, Doctors E. C. Kendall and Philip S. Hench of our own Mayo Clinic at Rochester, Minnesota, and Dr. T. Reichstein of Switzerland. But more than the devotion of scientific explorers has gone into corti-

sone. The fact that we can all obtain it easily today results from the ways in which it has been produced and marketed.

From the first findings has sprung a cortisone sweepstakes in which three great pharmaceutical houses are running neck and neck—with others forcing the pace.

Competing and throwing off fresh ideas in this field of large-scale research, they are also expanding the market rapidly. The bigger the market becomes, the quicker mass production will cut the cost still further. Moreover, the bigger the cortisone market, the bigger the potential of research and discovery which will open for clinicians, laboratory scientists and chemical engineers all over the world.

We have seen the same sort of chain reaction before. It happened with the sulfa drugs, with the vitamins and with the antibiotics. During the past decade a score of the great commercial research, production, and sales organizations that comprise the pharmaceutical industry have competed in many major pharmaceutical sweepstakes. Cortisone is merely the latest and the biggest.

It is the biggest because arthritis, the painful crippling inflammation of the joints and connective tissues, is "the most important chronic disease in the United States in volume and number of

dependent ill. The annual economic loss (from arthritis) is estimated at over a billion dollars. Of this, approximately \$968 million is lost in wages by sufferers; while \$100 million is spent by victims for medical care, much of which, up to the present, has been ineffective . . ." So declares the Arthritis and Rheumatism Foundation and adds:

"People are apt to think of arthritis as just a temporary inflammation of the joints . . . flaring up but quieting down after a while . . . not too serious. Actually, these flare-ups are signs of serious trouble."

The joints are composed of connective tissue. This extends not only through the joints but all over the body — as a kind of framework. Inflammation of this framework tissue may occur in organs as well as in the joints. In this case doctors call it rheumatism. Rheumatism may blind the eyes, weaken the heart, cause inflammation of the membranes and the lungs, enlargement of the



CHALLENGE MAGAZINE

lymph glands, swelling of the liver and spleen, and disturbances of the intestines, bone marrow and nerves.

The sufferer from arthritis and rheumatism may not only have swollen, agonizingly painful hands, knees, feet, but he may be generally and severely ill as well. Eventually, inflamed joints may scar over and harden, thus crippling the victim permanently.

Approximately 7.5 million men, women and children in the United States suffer from some form of arthritis or rheumatic disease. This is more than all the victims of cancer, diabetes, heart trouble and tuberculosis combined. Of all arthritis victims, nearly a million are wholly or partially disabled. The disease attacks mainly between the ages of twenty and fifty. The resulting labor loss is estimated at 97,200,000 workdays a year; the annual cost in public relief to the disabled, at \$128 million!

These figures suggest the economic and social dimensions of the arthritis problem. They also indicate the size of the cortisone sweepstakes.

Cortisone is by no means a specific for arthritis, of course; it brings relief rather than cure in most cases. But since this hormone — for that is what cortisone is — affects nearly every part of the human body, it has been found

useful in the treatment of many other diseases including endocrine dis-functions, dermatitis, acute inflammatory and allergic diseases of the eye, asthma, gout, ulcerative colitis, psoriasis, chronic pulmonary inflammatory disease, the control of surgical shock, and burns. (The side effects of cortisone harm some people, but tests can weed out such a possibility in advance.) Thus production of cortisone offers wide and long-range incentive to its manufacturers.

*A*SIDE from the hugeness of the prize, what is new about the cortisone sweepstakes is that never before has so difficult a race been run so fast. It took five years to reduce the price of penicillin, for example, by 97 percent. It took only two years to reduce the price of cortisone almost as much. Without doubt this speed-up has been made possible by the vast expansion of medical and chemical research during and since World War II.

Last year our expenditures on medical research of all kinds, including those by industry, federal grants, foundations, philanthropists, medical schools and hospitals, reached the unprecedented total of \$181 million — ten times the amount in 1941. The research budgets and personnel of the pharmaceutical manufacturers have mushroomed at about the same

rate. The Upjohn Company, whose synthesis of cortisone from a common mold recently opened the dikes to quantity output, built up its research staff from fifty in 1941 to more than 500 at the present time.

The Schering Corporation, now the world's second largest producer of cortisone, has invested over \$2 million in cortisone research alone. As a result, it announced in June of this year a new process which obtains 200 times as much cortisone from a unit of cattle bile as could be obtained five years ago.

The starting gun of the cortisone sweepstakes was fired on April 13, 1943, with the publication in the *Proceedings* of the Mayo Clinic of a startling case history.

A twenty-nine-year-old woman who had been crippled by severe rheumatoid arthritis for over four years experienced dramatic relief a few days after receiving injections of *Kendall Compound E*. This substance, later to be known as cortisone, was a hormone from the outer layer of the adrenal glands which lie alongside the kidneys, that had been separated from other substances by Dr. Kendall and his associates at the Clinic in 1936. It had also been isolated independently by Dr. Reichstein in Switzerland.

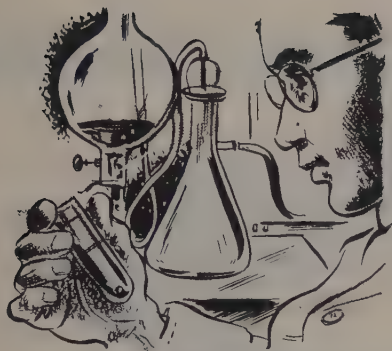
The idea of using cortisone in

treatment of the young woman was hit upon by Dr. Philip S. Hench of the Mayo Clinic, who had become familiar with the work of Dr. Kendall. He had observed that rheumatoid patients who later were afflicted with jaundice began to lose their arthritic symptoms. The same thing happened to women suffering from rheumatoid arthritis when they became pregnant. Another clue was suggested by the fact that gains in cases of rheumatoid arthritis were seen when patients were subjected to procedures known to stimulate the adrenal cortex, such as surgical operations or general anesthesia.

Did this mean that pregnancy and jaundice released adrenal hormones that acted against the rheumatoid arthritis? Dr. Hench thought this might be the case.

As early as 1941 he scribbled a note: "Try Compound E in rheumatoid arthritis." But it was not until several years later, after Compound E had been made synthetically by Dr. Lewis H. Sarett in the laboratories of Merck and Company, that Dr. Hench could get enough of it to test his hunch. Before this the hormone could be obtained only at heavy cost by processing tons of the adrenal glands of cattle.

As the latest link in the chain of discoveries, the American Chemical Society announced recently that the same Dr. Sarett



has led a team at Merck to a synthesis of cortisone from carbon, oxygen and hydrogen. This "makes it possible to produce cortisone from a new class of raw materials, should there be a shortage of raw materials from animal and plant sources."

IRONICALLY, American interest in the hormones secreted by the adrenal cortex had grown out of a false rumor. Early in World War II it was reported that Germany was buying up most of the adrenal glands from Argentine slaughterhouses and supplying the extracts to Luftwaffe pilots. On the strength of this report the Committee on Medical Research of the Office of Scientific Development declared that research on adrenal hormones was a project of national importance.

As it turned out, of course, it was a project of world importance

to which government, private industry and scores of individual scientists contributed. The results: today at least 70 percent of our arthritis victims can be prevented from developing deformities, given proper treatment and supervision over a long period.

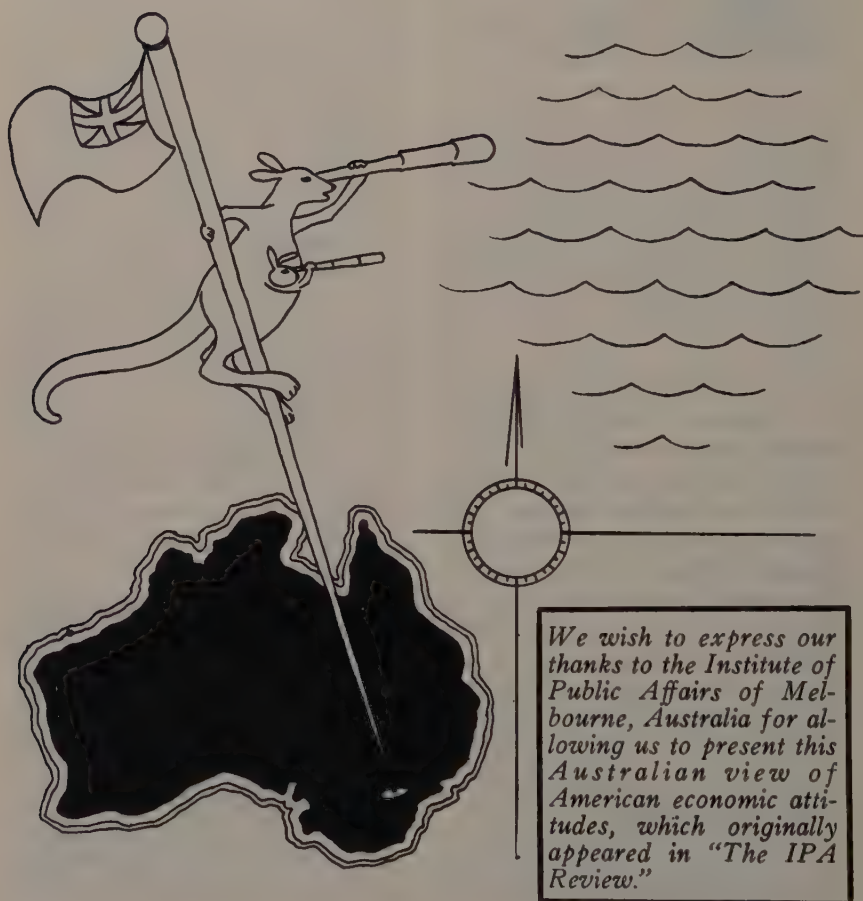
Apart from cortisone itself, the postwar scale and pace of research development seems to have ushered in a new era of pharmaceutical and medical progress.

Half of the drugs used today did not exist ten years ago. *Ninety percent of a typical cross section of prescriptions written by physicians today could not have been filled as recently as fifteen years ago.* A quarter of a century ago it was felt that important progress was being made if one valuable new medicinal substance was discovered in twenty-five years. Today major accomplishments, either in the form of new agents or improvements of established products, are being made at the rate of several a year.

In 1940 the time lag between the launching of a major research project and its commercial application was normally at least ten years. Today we are ten times as well-financed and staffed with respect to medical and pharmaceutical research. Who would try to post a limit on what we might achieve in only a year from now? ■

HIGH INDUSTRIAL PRODUCTION NEEDS

An Australian View Of America At Work!



We wish to express our thanks to the Institute of Public Affairs of Melbourne, Australia for allowing us to present this Australian view of American economic attitudes, which originally appeared in "The IPA Review."

THE RIGHT STATE OF MIND



THE economies of the English-speaking nations fall broadly into two classifications—"high productivity" economies and "low productivity" economies. The "high productivity" economies are to be found on the North American continent—the United States and Canada. Chief "low productivity" economies are Britain and Australia. In America, output per man-hour or man-year is the highest in the world; in general terms about two to three times as great as output per man-hour in Britain or Australia. In America, massive strides in production have been made over the last decade. In Britain and Australia, advances

in production have been, by comparison, meager.

In the "high production" economies, the standard of living of the average person is high and the potentialities for further rapid improvement immense. In the United States, Henry Ford's dream of "a car for every home" has nearly been realized, while refrigerators, washing machines, mechanical kitchen aids, telephones, television sets, are regarded as standard equipment for the worker's household. In the "low production" economies, average standards of living are very much lower and are advancing, if at all, at not much above snail pace. In Australia, "a car for the

worker" is still little more than a vague and distant aspiration. Many workers' homes and even some middle-class homes still lack the mechanical aids to better living regarded as standard in American households.

The "high production" economies seem capable of surmounting their basic economic difficulties with extraordinary buoyancy and confidence. Nothing seems beyond them. The United States is proving that she can carry out a gigantic armament program without serious inflation, without any perceptible reduction in living standards, and concurrently with large-scale advances in the capital equipment of civilian industry. The low producers, on the other hand, seem to live perpetually under the looming thunder clouds of economic crisis. Obstacles are overcome only with laborious difficulty; but fresh ones almost immediately appear. Crisis succeeds crisis; inflation, balances of payments difficulties, shortages of basic products—all of which appear to provide good reasons for cuts in living standards, more government restrictions and controls, additional tax imposts.

The psychological atmosphere of optimism and confidence in the "high production" economies, the sense of "going places," contrasts strikingly with the pessimism and frustration evident in the "low

production" economies. Expansion contrasts with restriction.

Why is productivity on the North American continent—particularly in the United States—so far in advance of productivity in Australia? To clear the air of some confusions, it is worthwhile examining a few of the reasons commonly advanced.

WE ARE frequently told that one of the main reasons for the higher productivity of the United States is that the Americans use more and better machines and put more horsepower at the disposal of the individual worker. This is perfectly true. The more mechanical aids that can be brought to bear on the productive process, the greater is production per man likely to be. But, on close examination, this explanation proves to be largely superficial. It does not explain how the machines got there in the first place. For machinery is itself a product which has to be designed and manufactured just as much as a pair of shoes or a radio set. The Americans have more machinery per worker than Australians because they produce more machines, just as they produce more clothes or refrigerators. While there is no doubt that mechanical power is one of the main means of achieving high production, it is equally true that



high productivity is one of the chief ways—and in a democracy possibly the only way—that a nation can equip itself with adequate power and machinery. In essence, high productivity is a cause, just as much as a consequence, of the availability of machine power. Only a nation whose productivity is already high can add rapidly to its supply of machinery of all kinds.

To explain the greater productivity of the U.S.A. in terms of machine power is therefore not to get to the roots of the matter. The really basic question to be answered is: Why are the Americans able to apply much greater mechanization to their productive operations than other countries?

LET us look at some of the other reasons popularly supposed to account for the greater productivity of the United States.

One is the richness of its natural resources. This has certainly played its part. But again it does not explain why the resources of

the American continent have been developed with such extraordinary rapidity and utilized with such great efficiency for the benefit of the American people. There have been other countries with rich natural resources—Russia, for instance—which cannot parallel the high productivity of the United States.

Another reason, frequently given, is that in the United States there are much greater incentives—taxation is lower, the opportunities for gaining rich rewards are much greater, the individual can expect to retain for himself a much higher proportion of any extra income he may earn as a consequence of increased effort. Certainly it is difficult to imagine any nation giving of its best unless its people can expect to benefit directly and immediately from their enterprise and skill and additional exertions. But this reason can hardly have had much validity before the war when, generally speaking, taxation in neither Australia nor Britain was so heavy as to act as a serious lack of incen-

tive. And today, even though taxation in the United States is far higher than that nation has been accustomed to, the American people continue to achieve miracles in the field of production. And if the Americans do tax themselves at a lower rate, the question still remains to be answered—why? Why is it that the Americans insist on lower taxes than the English or Australians?

Still another reason advanced for American productivity is the existence throughout a large part of industry of the driving pressure of competition. The American business man expects to have to compete. He accepts competition . . . Nor is there any serious move by business interests in the States to have the anti-trust laws either repealed or fundamentally altered. There is no doubt about the potency of competition

as a factor making for high productivity in the United States. But, as with taxation, the question has to be answered: Why is it that the American people have forced their business men to compete? Why is it that they have taken strong legislative action to make competition a reality whereas the tendency in England has been toward the restriction of competition through price-fixing arrangements and by associations of producers to make it difficult for newcomers to enter a particular trade?

The answer to these questions was given by Paul Hoffman: "The anti-trust laws—like all laws—derive their real significance from the fact that they grow out of and reflect the temper of American society, rather than from the legal mechanics of enforcement." Here we come close to the heart of the matter.

The startling productivity of the United States is ultimately traceable to the American attitude of mind, the psychological climate of America, to the whole American approach to living.

What, then, is this attitude of mind? In the industrial sphere it amounts to an unqualified, whole-hearted acceptance of the fact that there can be no real improvement in living standards without greater production. Coupled with



the strong desire of most Americans to improve their material status, this produces an enthusiastic response to the problems of production which is generally not paralleled in Britain or Australia. This attitude toward production is not confined to one section of the people; it is as evident among the factory worker as the plant manager, the trade union official as the top business executive. It is partly the outcome of American history, of the fact that America is a "new" country and of the absence of clearly-defined social classes such as exist in the "older" countries of Western Europe. This fact or accident of history gives to the American people, no matter what their origins, an ambition to rise in the world, a driving urge to self-improvement, particularly in a material sense, far stronger than that of the peoples of the older world.

Given this approach to production, this almost universal attitude of mind, the rapid development of the great resources of America follows as a natural consequence. So do all those factors which are often accepted, superficially, as the basic reasons behind American productivity—the high degree of mechanization; the large horsepower at the disposal of the worker; the general competence and technical "know-how" of American management; the

existence of adequate monetary incentives; the strongly competitive element in American business. **Accepting the primary truth that higher living standards depend on production, and imbued with an intense desire for self-betterment, the American people strive to maintain the industrial methods, the financial arrangements and the social and political practices most conducive to high productivity. But it all starts with the attitude of mind.**

This truth emerges strikingly from the reports of the various British teams, consisting of managers, technicians, operatives and trade union leaders, which have investigated American industries under the auspices of the Anglo-American Productivity Council. Over sixty British teams representing different industries have been sent to the United States since 1949. In report after report on the cause of the superior productivity of American industries, the American approach and attitude of mind are given a place of central importance.

High productivity and high standards of living are fundamentally the natural corollary of an approach to living, of an ingrained national philosophy.

... The psychological climate of America is at the root of it all. ■

BUCK RAKE, built by farmer-inventor Leon Paulette, handles load of hay with ease. More examples of farmer ingenuity on following pages.

—Photos courtesy "Steelways."

Our Ingenious Farmers

**If the machine they need doesn't exist,
they simply build it themselves**

By John Bird

BERNELL HARLAN and Theo Dumars, partners in a highly productive 1500-acre grain, seed and vegetable farm in California's Sacramento Valley, aren't afraid of hard work—if it can be done with equipment which, as they say, "wipes up a field in a hurry." What upsets them is an operation that hasn't been mechanized. "You run into hand labor," says Harlan, "and down goes your production per man—and your profit."

This attitude is typical of an increasing number of today's farmers. If no commercial machine is available, Harlan and Dumars hus-

tle to their machine shop, as completely equipped with power tools as a small factory, and proceed to build a steel-muscled gadget that will do the job in a hurry, with little sweat and no tears.

Not long ago these partners, unable to get timely service from beekeepers who provide insects to pollinate seed crops, went into the bee business themselves, buying 1100 colonies. Their enthusiasm for this venture faded quickly when it became apparent that the stands of bees would have to be moved frequently from one location to another as the clover and alfalfa blossomed. That meant





hand-lifting a lot of heavy hives from the ground to a truck — as well as uncomfortably close contact with the bees.

"We'll have to build a gadget," the partners decided. They collected a used car transmission and rear-end assembly, some steel frame, an airplane nose wheel, an air-cooled engine, and a hydraulic pump and cylinder. Like a housewife running up a new dress without a pattern, they cut, fitted and welded until out came a brand-

As an associate editor of "Country Gentleman," John Bird runs into a lot of examples of farmer ingenuity.

new Harlan-Dumars creation which might be called a "bee lifter."

It worked like a charm. The vehicle is something like a miniature fork-lift truck. It has a low-slung tricycle running gear, with two driving wheels in front; ahead of these is a hydraulic high-lift fork. The operator simply steers up to a stand of bees, guides the fork under the stand, hoists it up and rambles off to a new location where he drops the stand in place, all with no strain.

A fast tour with Harlan through the farm's extensive implement yard demonstrates the ingenuity

farm gadgeteers are using to develop machines for many highly specialized jobs. Passing a self-propelled, twenty-foot-wide hay rake, he commented, "We rigged that up because haying is a rush job, usually coming when the tractor is needed on other work. Does the job two or three times as fast as an ordinary rake."

A little farther on he showed me a long, arched steel skeleton, twenty-eight feet long, on truck wheels. "Implement carrier," he explained. "We got tired of manhandling heavy equipment onto a trailer or truck. With this baby you just run them under the carrier, hook on the lifting chains, start the hoist and you're ready to take off."

"One thing I want to make clear," he said. "We're farmers — not machinery manufacturers. We build equipment only when we can't find a regular implement to do the job." He stopped and patted a rusty old tractor that seemed to be riding on long stilts. "Theo and I made this 'tall boy' some years ago to get enough clearance to cultivate our tomatoes without tearing up the vines. Got the idea from the lumber carrier. But now high-clearance tractors are being manufactured; we can buy better ones for less than we can make them."

Chronic shortage of farm help, rising costs of production and a

desire to take life a little easier have sent many another farmer to his shop to invent his way out of some time-consuming, back-bending or arm-stretching chore. They are finding a lot of answers, thanks in part to the wide assortment of engines and motors, electrical equipment, handy welders, hydraulic circuits and other products of modern technology that have been plentiful on the market since World War II, and because a generation of young farmers has grown up with wrenches in their hands, fooling with the innards of a tractor or car. The gadgeteer's answer to a problem may be something fairly simple, say a portable conveyor powered by a handy little motor that banishes the sweat in moving bales of hay, boxes of fruit or sacks of fertilizer. Or his dream machine may be something as complex as an electric-hydraulic "squeeze box," fabricated from steel plate and pipe, that will grip a 1000-pound steer gently but firmly and tip him on his side, saving a lot of strenuous wrestling and roping of animals that have to be doctored.

Shortly after the end of World War II, John G. Eyestone, a thirty-five-year-old farmer near Upper Sandusky, Ohio, began to wonder if he couldn't speed up the corn harvesting operation on his 150-acre farm. He was using a crew of four men.

"I heard that a seed company had put together a special four-row picker, and that set me off," he told me. "I thought, why not go a step further and have a machine that would pick four rows at a time, and *shell* it, too."

So he assembled what he calls a "corn combine." Eyestone claims that all he did was "mull over the idea and put the pieces together." What evolved was a regular corn-field battleship, a huge machine that propels itself through the ripe corn at three miles per hour, picking the ears from four rows, husking and shelling as it goes, elevating the grain into a 320-bushel carrying tank, and dropping the cobs back on the ground. One driver operates the whole works and can cover twenty acres a day, harvesting 1500 to 2000 bushels of corn, all ready for drying and binning.

IT'S ONE thing to develop a machine, for uniform flow field jobs, but quite another to powerize the endless little farm chores, such as cleaning the barn, gathering eggs, putting feed out to livestock, and so on. A study by the United States Department of Agriculture, based on information gathered in 1944—the latest study of its kind—showed that of the 21.2 billion man-hours invested yearly in agriculture, about 13 billion or 60 per-

cent, were spent on work with the two hands or small hand tools—the pitchfork, scoopshovel or chopping hoe. On livestock farms almost 75 percent of the work was hand labor.

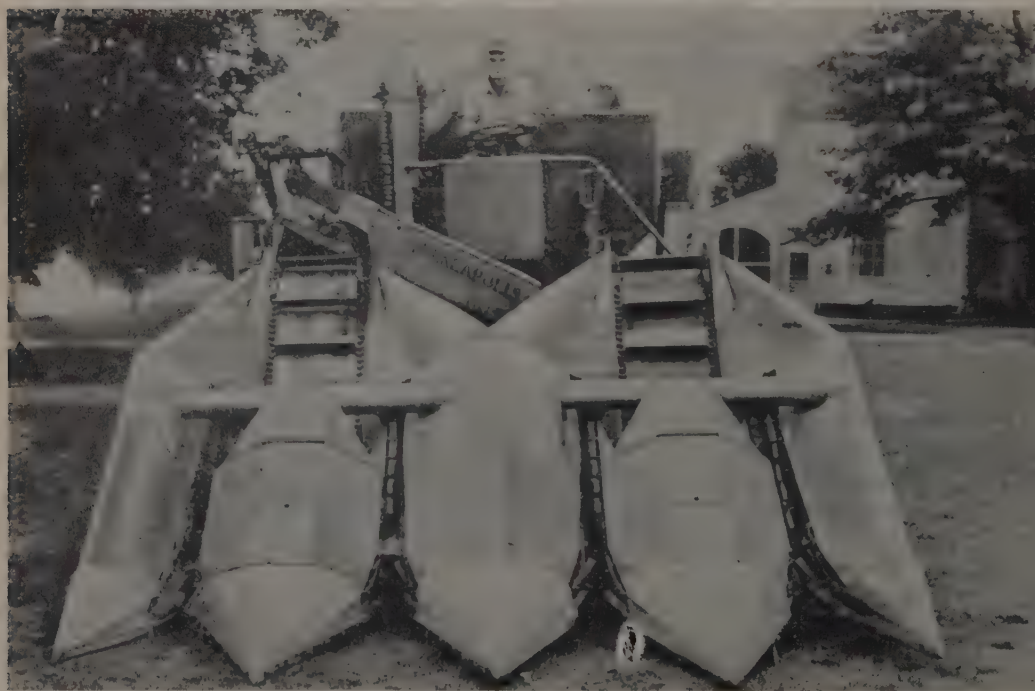
Homer Goss decided to do something about it. On his farm out on the windswept Kansas plains near Garden City he feeds as many as 500 beef cows. When he followed conventional methods, winter feeding those hungry cows kept two men busy with pitchforks prying heavy, tough silage out of a long storage trench, pitching it onto a truck and hauling it to the feedlot. The onset of winter blizzards often saw the sudden departure of the hired man for a warm job in town, leaving forty-nine-year-old Goss, ailing with arthritis, to struggle along as best he could.

When that happened again a year ago last winter, Goss made up his mind to build a feeding machine that wouldn't resign on a moment's notice. "Homer would lie awake nights studying what he was going to build when he should have been sleeping," reports Mrs. Goss.

As soon as the whole thing was carefully framed in his mind, Goss collected the necessary parts, mostly from junk yards except for some new steel tubing and cable. He turned over the actual construction to a local machine shop, dropping in frequently to help out.



CORNFIELD "BATTLESHIP": With this unique corn combine one man can pick, husk and shell four rows of corn at a time. Built from odds and ends by farmer John G. Eyestone of Upper Sandusky, Ohio, the machine harvests up to 20 acres a day (approximately 2000 bushels), and travels at a speed of three miles an hour. Huge bin in rear (see side view above) holds 320 bushels of grain.



The basic idea was a big motorized scoop that could dig out a ton to a ton-and-a-half of silage at one push, and could carry it to the feed bunks where a flip of a lever would dump it.

The starting point was a stripped truck, with the transmission, steering and controls reversed so that it can be driven backwards, allowing the scoop mechanism to be mounted over the back wheels, counterbalanced by the weight of the motor. The scoop itself has its lower lip lined with spikes to bite into the hard-packed silage, and can be raised and lowered by fast-engaging cable winches.

Reversing the gears to give high speed in what would normally be the truck's reverse direction was no problem at all. "All we did was turn the differential over," Goss said. "I did that accidentally once when I was putting an old Maxwell car together, so I knew it would work." The total bill for parts and shop work was \$900.

Chicken chores in olden days usually were women's or children's work, but now these are a major expense problem to large-scale poultrymen. Many of them hope that hens can be made to live an almost completely machine-kept existence, and some of the larger chicken farms have almost reached that happy goal.

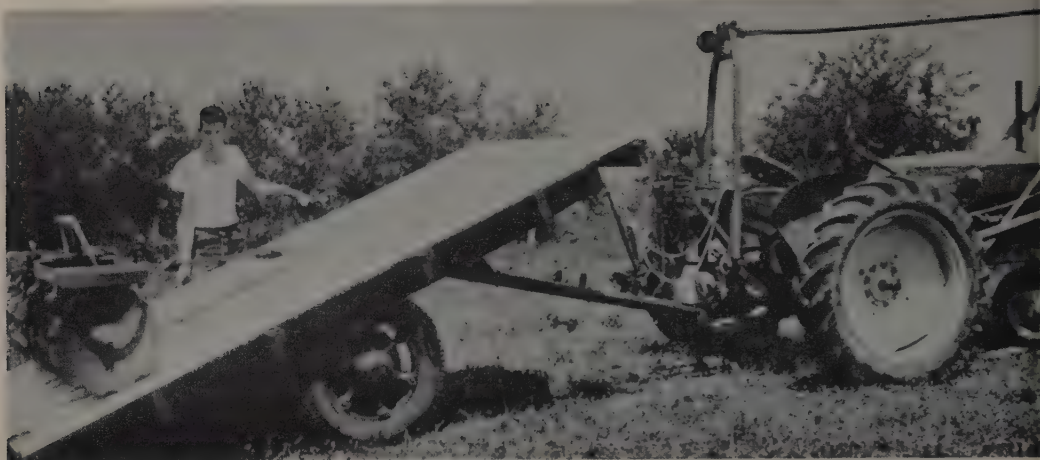
Cows are going onto the assem-

bly line, too, in modern milking "parlors" that progressive dairy-men are building. One of the most revolutionary you'll find anywhere is that built by Martin Witt, a middle-aged farmer near Petaluma, California, who concentrated ideas he had collected for years into his new "plant," as he calls it.

The Witt family milks between 125 and 150 cows, which is a fairly large assignment. "In our old conventional barn that was hard work for five people," Martin Witt told me. "We had to carry milk 120 feet from the cow farthest from the milk room. One of us was kept busy just feeding the cows. All that drudgery was causing my two boys to lose interest in the farm."

The boys' interest picked up remarkably when the new plant was planned. Martin, Jr. and Jack, then 16 and 15 respectively, helped their father lay out the building and equipment and rehearsed the way work would flow through it. "We wanted auger-conveyers to handle all the feed—no more carts or shovels," Witt explained. No milk would be carried—it would be pumped. "We kept figuring until we had a layout so a cow could walk straight in, stop a few minutes and walk straight out."

The Witts' plant is a gadgeteer's push-button paradise. At one end of the long, airy, concrete block building is a towerlike section



PAULETTE watches fast-action winch load disc harrow onto trailer (above). In close-up (left), he makes a few minor adjustments in his invention.



where 120 tons of feed (stored in tall, specially built steel hoppers) are ground, weighed and mixed into scientifically balanced rations for the cows, with electric motors doing all the work. A big horizontal auger-conveyer, ten inches in diameter, carries the rations a distance of sixty feet across the top of the milking room, dropping off feed at "sub-station" hoppers above each of the milking stalls.

Each milking stall is a Witt-designed machine. "We wanted the same man who was milking the cow to feed her," Witt said. "He knows how much she produces and how much feed she should get."

The actual operation is simple and fast. A cow marches into a stall, the milker reaches up and turns a little crank which meters

out her ration, exactly two pounds per turn, into her individual feed box. After the milking machine milks the cow, the operator pulls another overhead lever which causes the front of the stall, feed-box and all, to swing out, allowing the cow to walk straight out while a waiting, milk-heavy bossy takes her place. No milk is carried by hand; it is pumped directly into a pipeline which runs to a stainless steel refrigerated tank in the milk room.

There's no shoveling to keep this cow "parlor" clean. The concrete floor is washed spotless in a few minutes with a high pressure hose.

Some minor "bugs" in the machinery have had to be ironed out, but you can't get the Witts to admit their plant is much less than perfect. You see, shortly after they put the system into operation, Martin, Sr., was critically injured in the cave-in of a new farm pond dam. He was hospitalized for several months and still has to take it

HOME-MADE BULLDOZER: Winch and shovel rigged to a standard tractor become a versatile combination in the hands of an inventor like Paulette.



easy. But thanks to the new plant, Martin, Jr. and Jack were able to keep the dairy running smoothly.

While not all farm gadgeteers are young men, youth is definitely a driving force. Youngsters accept machine methods as the natural way to get things done. Some 700,000 young farmers are being trained in basic agricultural mechanics in the 800 vocational agriculture departments in rural high schools that now have well-equipped farm shops.

Take the case of Leon Paulette. At the age of seventeen this Appomattox, Virginia, youth had designed and built a tractor-operated drill to dig post holes, a corn conveyor, a farm trailer, a buck rake and a cable type, fast-action winch to operate a tractor-driven scoop

or loader. Leon's achievements won him the \$200 Southern Regional Future Farmers' award in Farm Mechanics last fall. How can agriculture help but keep up-to-date with youngsters like that?

There is no conflict between the farm gadgeteer and the farm machine manufacturer. The manufacturer has done a magnificent job of producing the standard machines for farm mechanization. The gadgeteer dreams up practical machines for doing unusual jobs, turns existing machines to new uses, or comes up with ideas that help the manufacturer improve his designs. Together, with the aid of steel, they are putting the agricultural industry on a true mass production basis. ■



"My wife's brother, his wife and six kids dropped in the other day and there wasn't a bite of food in the house. Fortunately, however, it was a holiday and the stores were closed.

ECONOMICS IN ACTION (Continued)

Electricity now brightens 88 percent of our farms. During the past year the Rural Electrification Administration connected over 200,000 farms to power lines. At this rate, three more years will see all five million American farms electrified...One out of ten Hollywood productions was filmed overseas in the first half of the year. With technicians' wages far lower abroad and stars' salaries not taxable there, the trend will probably continue....

The television market is riding high again after an eighteen-month slump in sales. With new stations, liberal trade-ins and the election campaign spurring interest, video manufacturers expect an 11 million set buying spree by the end of the year...The fleet of company airplanes—boosted after World War II when thousands of military planes were sold at bargain prices — now make up about one-sixth of all civilian aircraft....

By next spring a new crop of stores, garages and other commercial buildings should spring up in your neighborhood. Reason: dumping of credit regulations (which required a 50 percent down payment for such projects) and major relaxations in other construction curbs...Husband and wife can go shopping together more often as stores increase their night openings to allow for family and after-work buying. With an eye to easing traffic congestion, sales executives see noon to nine as the shopping hours of the future....

Labrador and Venezuela will supply half of America's iron ore in the next twenty years because of our dwindling reserves...European economies are

ECONOMICS IN ACTION (Continued)

beginning to slow down after rapid strides. Still the main problem: Europe just can't sell enough to other countries to pay for necessary imports... Hjalmar Schacht, former Nazi bigwig, is a behind-the-scenes agent in the current Iranian oil crisis...Eliminating India's devastating famines is the primary aim of a fifty-five point U. S. program for the development of that country. It is hoped that the villagers themselves will be able to produce 30 to 50 percent more food by learning to use modern methods and machines...The thrifty French housewife isn't so thrifty after all. In a recent nation-wide experiment, Camembert cheeses were divided in halves and sold at different prices. Almost inevitably madame and mademoiselle insisted on the higher-priced half of the identical cheese....

Department of Better Mousetraps: plastic shower curtains and closet bags with floral scents built right into the fabric—a ballpen with a cartridge of glue in the barrel for those tricky pasting jobs—a disposable flashlight to be thrown away when the battery fails—a wash to fortify nylon hose against snags and runs—plastic-coated paper plates that can't skid, melt, tear or taste papery—rubber playgrounds to reduce schoolyard casualties by giving the pavement more "bounce"—still in the patent stage, a "look ma! no hands" umbrella, fastened to waist and chest by a safety-belt for those rainy days when your hands are full—and for the final luxury touch, satin sheets and pillowcases, priced 25 percent above the costliest cotton products, and coming in shades of "blushing pink, passion purple, bridal white and Arab gold...."